



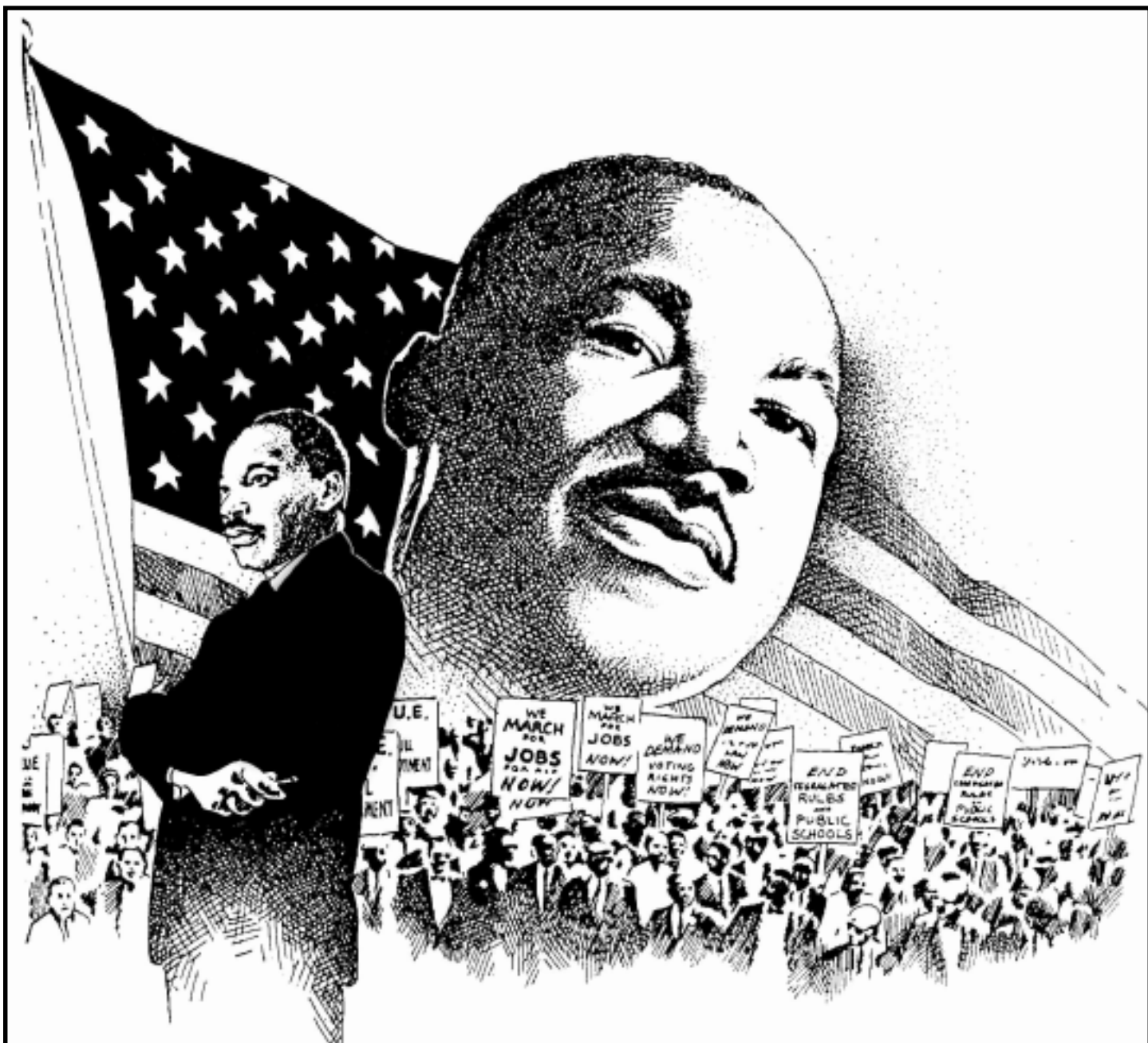
US Army Corps
of Engineers®
Nashville District

DistrictDigest

Volume 101, Number 1

Respected-Responsible-Reliable

January 2001



Dr. Martin Luther King, Jr., 1929-1968 Special Edition

See Story on Page 8

Contents

DoD Official Travelers To Get New Plastic	4
As old travel cards expire, they are being replaced with new ones from Bank of America.	
Nashville District Provides Small Business Opportunities	4
The District Small Business Program is doing well but needs your help. Find out what you can do.	
New Chief of Engineers' Letter to Corps	5
The new Chief of Engineers, Lt. Gen. Robert B. Flowers sends a letter to all Corps employees.	
The IDP Is The Basis Of Your Career Development	6
Although the Individual Develop Plan has been around awhile, there is a renewed interest in helping employees and supervisors use it.	
Nation Observes Martin Luther King Holiday	8
The nation paused this January for the 15th time to honor the slain civil rights leader, Dr. Martin Luther King, Jr.	
The "Deep Water Boys" Keep On Pickin, Playing and Entertaining ..	9
The District's own bluegrass band, the "Deep Water Boys," has been entertaining the District and others for almost 30 years.	
Did you say, KOREA?	10
Hugh Lowe relates his experiences during his six-month Leadership Development Assignment.	
Readiness Branch Is Ready To Respond To Emergencies	12
The Readiness Branch ensures that the Nashville District is ready to respond to emergencies.	
Precise Time In A Pocket	14
One Nashville District Team member, Carl Olsen, takes time seriously and has a large pocket watch collection to prove it.	
Duck Island Dedicated as Waterfowl Sanctuary	15
This effort to provide habitat for waterfowl on Lake Barkley is now complete.	
McMahan Shares His Deployment Experiences	16
Joe McMahan is a captain in the Army Reserve and is currently serving in Bosnia. He shares his experiences on this deployment.	
District Library Continues High Level of Support to the District	17
District Librarian reports on services he provided to the District during 2000.	
Winter Driving Safety Is Important For Everyone	20
With record low temperatures and record snowfall already recorded for December 2000, Winter driving safety is very important.	



Regular Features

Thoughts From the Trail	3
The Corps Crowd	18

On the Cover

Dr. Martin Luther King, Jr. led the fight for civil rights until his assassination in Memphis, Tenn. in 1968. This year's theme is "Remember! Celebrate! Act! A Day On, Not A Day Off."

DistrictDigest

Commander

Lt. Col. Pete Taylor

Public Affairs Officer

Edward Evans

Editor

Bill Peoples

Layout and Design

Kathleen Bullock

Circulation

IMO (Mail Center)

The District Digest is an unofficial publication authorized under the provisions of AR 360-1. It is designed through desktop publishing and printed by offset process for the Nashville District, U.S. Army Corps of Engineers. Circulation is 1,600.

The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army.

The District Digest is printed monthly and is a Command Information publication of the Nashville District, U.S. Army Corps of Engineers.

Articles, photographs, and other contributions are welcomed and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication.

Story ideas and articles may be submitted to P.O. Box 1070, Nashville, TN 37202-1070. Details may be obtained from the editor at (615) 736-7161.

Written material may also be sent electronically to the editor at the following e-mail address: William.L.Peoples@usace.army.mil/

Information about the Nashville District may also be found on the District's homepage at: <http://www.orn.usace.army.mil>.

Lieutenant Colonel Pete Taylor

Thoughts From The Trail...



Happy New Year Nashville! By the time you see this, the New Year will already be upon us. My family and I hope that you had a safe and joyous holiday season and we wish you the best for the New Year.

By now you've hopefully seen a short video produced by our new Chief of Engineers, LTG Bob Flowers, during which he discusses his philosophy and introduces the "Just-Do-It Permission Slip." I've known the Chief for many years and can assure you that under his leadership, we're in for some exciting and rewarding times. In one of his first actions, he's challenged the Corps leadership to do more to improve the training, development, and morale of our workforce. I think you'll see positive and tangible results in the coming weeks and months. I encourage you to embrace his philosophy, to know your responsibilities (know your job, be situationally aware, be healthy, and treat every individual with dignity and respect), and to "Just do it!"

In December, some of the senior staff and I were fortunate to attend the graduation ceremony for our inaugural EAGLE class. This was a fantastic event and I want to spend a few moments describing the program and why I'm proud of it and our recent graduates. As you may recall EAGLE stands for Employees Achieving Greatness and Leadership Excellence. We implemented the program last year to provide opportunities (beyond the Leadership Development Program (LDP) program) for our District team to develop leadership skills and to learn more about the Corps, the Nashville District, and most importantly, about themselves. I'm proud to report that our first class of 18 graduates achieved all of these objectives and far more.

To foster a better understanding of District operations, the program began with sessions hosted by each division/office. During these meetings, each office chief explained his/her office's organization and role and gave a tour of their facilities here in the District Office. As a result of these sessions, I suspect that

every EAGLE participant has a better understanding of how our offices interact with each other, the many different types of projects the District has underway at any one time, how funding flows from Congress to Corps project, etc. The class also visited Kentucky Lock, the Old Hickory Power Plant, and the J. Percy Priest Resource Manager's Office to get a better understanding of our navigation, hydropower, and natural resource missions. For individual and leadership development, the program included five days of on-site instruction at Belmont University on topics such as public speaking, time management, and communication techniques. In addition to the work at Belmont, the class also received training on interviewing techniques, resume preparation, interactions with the media, conflict resolution, and many other subjects.



Participation in EAGLE represented a major commitment on the part of each student. First, it required significant time, whether for TDY trips to attend instruction or for reading of course material prior to classes. It also required a willingness to try new things, to get out of one's comfort zone. I'm sure, however, that if you ask our graduates, they'll tell you that it was well worth the effort. Let me conclude my comments on EAGLE by congratulating those graduates—David Baldridge, Gerald Choat, Doug DeLong, Eleanor Ervin, Jannie Hargrove, Lisa Jerrell, Lyla Lewis, Joanne Mann, Karyn Meeks, Carol Restey, John Roberson, David Robinson, Ronnie Smith, James Sowell, Kimberly Spicer, Kaye Steed, Jerry Weaver, and Teresa Wilhite. Well done! If you're interested in being part of the 2001 class, ask last year's graduates about their thoughts and



contact our program coordinators, William James and Joanne Mann.

I'd also like to recognize our recent LDP graduates who completed their twelve-month program in December. I know that Steve Beason, Ray Bess, Todd Duncan, Kathy Grimes, Connie Hardeman, Bill Hill, Vechere Lampley, Steve Moneymaker, Larry Nash, Bob Sneed, Lois Smith and Cayce Tiesler, are all resting easier now that their end-of-year presentations are completed. As part of the LDP program, each class takes on various projects to research and make recommendations to the senior staff on process improvements. The teams gave superb recommendations on improvements we can make to our maintenance management and property acquisition, accountability, and disposal procedures. We've already decided to implement many of their recommendations in the next few weeks. I know that next year's LDP class of Steve Barker, Bill Bennett, Brad Bishop, Paul Bluhm, Doug DeLong, Tim Dunn, Wayne Easterling, Connie Flatt, Tennesse Henderson, Andreas Patterson, Melissa Sager, and Jean Todd are eager to get started on their program and we look forward to working with them over the next year.

Gary House reports that our Nicaragua team was quite successful this past year (though Gary barely made it back from Nicaragua before Christmas). As you may recall, the team, comprised of folks from both Nashville and Huntington Districts, is working water resource issues associated with recovery from Hurricane Mitch. Due to its great work, the team has established itself as the U.S. agency of choice for technical matters in Nicaragua and our customer, USAID/Nicaragua, is very

Continued on Page 19
See Thoughts From the Trail

DoD Official Travelers to Get New Plastic

by Gerry J. Gilmore
American Forces Press Service

Many authorized DoD military and civilian employees whose government travel charge cards have expired are exchanging their NationsBank "plastic" for Bank of America Visa cards.

NationsBank, the previous DoD travel charge card contractor, merged two years ago with the Bank of America, said Larry Murray, the component program manager for Washington Headquarters Services, a service organization for the Office of the Secretary of Defense. Travel cards that were issued in 1998 will soon expire because travel cards are valid for only a two-year period.

"It is important for all cardholders to be aware of the expiration date stamped on their travel cards because thousands of cards will expire at the end of each month," said Murray, who noted that there are about 1.5 million travel cardholders in DoD.

Bank of America.



Murray provides the following information to cardholders whose travel cards will soon expire:

- Cardholders should receive a letter from Bank of America no later than 30 days before the expiration date stamped on the card. It is imperative to keep the letter because it contains a card receipt and activation code that is needed to activate the account. Customers should call Bank of America 24-hour service phone number at 1-800-472-1424 if they do not receive the letter at least 30 days prior to their card's expiration date.
- Cardholders should receive their renewal cards approximately two weeks after they receive their letter, but no later than 15 days before their card expires. Those expected to be on travel or leave at that time should call Bank of America and request that their renewal cards are mailed earlier.
- Upon receipt of their renewal cards,

customers should immediately call Bank of America to acknowledge receipt and to activate the account. Use the telephone number and the activation code contained within the Bank of America letter to activate the account.

- The renewal card should have the same account number that is stamped on customers' present travel card. If the account numbers do not agree, notify the Bank of America. Customers should then sign the back of the new card and destroy the old card.
- Customers whose accounts are in a closed or cancelled status will not be issued a renewal card.

Revolutionize Effectiveness

- Those who presently have a travel card, but have never called Bank of America to acknowledge its receipt will not be issued a renewal card.
- On May 1, 2000, it became mandatory for DoD travelers to use the travel card to pay for official travel expenses. □

Nashville District Provides Small Business Opportunities

by Bill Peoples

The Small Business Program in Nashville District continues to grow and provide small businesses the opportunity to do work for the Corps of Engineers.

"The mission of the Small Business Program is to match the capabilities of small businesses with the requirements of the Corps of Engineers," said Charles N. Appleton, deputy for Small Business. "I go out and find small businesses, which have the capabilities to do work for the Corps."

The program has goals in different sub-areas such as small business, small disadvantaged businesses, women owned businesses, historically black colleges and universities, and minority owned businesses.

"In each area, a percentage-of-business goal has been set," said Appleton. "For small business it is 38 percent; small disadvantaged business is 11 percent; woman-owned is 5 percent; and historical black colleges is 10 percent. So, we have

many goals. What I try to do is make sure we reach those goals each year."

The Nashville District has done well in meeting the goals of the Small Business Program.

"We did pretty good," said Appleton. "We were green, meaning we met or exceeded our goal on everything except for women owned and historically black colleges. It is hard to meet that last one because it is hard to find colleges and universities which can do the type of work we need."

In Fiscal Year 2000, the Small Business Program in the Nashville District accounted for over \$30 million in work.

"Over the last three years we have averaged 52 percent of all contracts from small business," said Appleton. "We've also averaged over \$30 million in small business contracts over the last three years. Which is quite impressive for a district of this size."

To increase the program within the District, Appleton is taking his message on road by speaking at more conferences and recently put together a new brochure on

the Small Business Program in the District.

"I am looking for various ways to market the program to more potential customers," said Appleton. "Whether speaking at conferences, writing magazine articles, or talking to the media, the goal is to get the word out and that is where each member of the District can help."

Appleton believes that if more people just keep their eyes open for opportunities for small businesses to do work for the District and the Corps, the District will make great strides in the program.

"If you know a small business owner who might be able to provide a service to the District, you can contact me," said Appleton. "We do a lot in the maintenance of grounds, in purchasing services and parts and some small construction jobs, which might be done by small businesses."

Even IMPAC cardholders can help in doing business with smaller businesses. Instead of going to the large chain for office supplies, Appleton suggests you look for a small business to make those purchases. □



**US Army Corps
of Engineers**

From the Chief

10 January, 2001

TO: All USACE Employees

I am writing to report to you on the state of our Corps and where we are going in the near term. I charge our workforce to use this as a guide for the decisions they must make to meet my intent.

You are part of a professional team doing great work for our nation. Continue to hold your head high. You have a right to be proud of the important contributions you make to the wellness and readiness of the Army and for the public good. I am confident that our future remains bright. You can and do make a world of difference.

Where are we going? We are going to overcome near-term issues. We are going to advance our reputation as a world class organization, filled with world class employees, and indispensable to the well being of our Nation.

To meet current and future demands, we will focus on a strategic level campaign plan to guide development across three areas: people, process, and communication.

First, people are our foundation. We will strive to further enhance the capabilities of our world-class workforce. Our park rangers, lock and dam operators, economists, scientists, designers, construction experts, attorneys, regulators, real estate and acquisition professionals, and project managers are a sample of the talent representing a diverse team that must be second to none in quality and dedication. We must maintain the highest standards of excellence in all of our disciplines. We must leverage world-class talent in order to meet our nation's expectations across the spectrum of potential operations from peace to war. The only way to sustain engineering, scientific, and programmatic excellence is through a strong commitment to our workforce. Current Federal employment regulations and salaries restrict our ability to attract, rapidly hire, and retain talent. Within five years almost fifty percent of our workforce will be eligible to retire. This constitutes an alarming potential loss of vital experience, and underlines the importance of becoming more effective in competing for young talent and adopting more innovative work arrangements. I will take action to try to resolve these pressing issues.

I am also going to take steps to reaffirm our commitment to excellence in engineering and the maintenance of our technical capabilities. This is critical because the Nation will continue to call upon the Corps to solve difficult engineering problems and support challenges with little or no notice. The recent experience in Kosovo is illustrative. There our technical expertise and response to the needs of commanders on the ground enhanced the Army's ability to establish its superiority, to operate safely and efficiently, to protect the force, and to enhance soldier

welfare and morale under extremely difficult conditions. We must remain poised with the required technical capabilities. In the same vein, the Corps' extensive research and development capability must remain robust and prepared to support our commanders in the field. The Army Corps of Engineers is unique, providing America with capabilities no other nation possesses. As such, we will be called upon again and again.

Second, we will institute a more unified approach to our operating processes and organize ourselves accordingly. Our operating processes will be developed centrally and decentralized for execution. We will integrate improved information systems to achieve more efficiency and to eliminate difficult and inefficient practices. To improve responsiveness and in accordance with our "One Corps" philosophy, we will empower project delivery teams with the right talent and authority with members from the resident office level through to the headquarters in Washington. Division commanders will have the authority to better shape their workforces to create the right teams. We will foster situational awareness and teamwork to move actions more responsively through the system. We will measure success first against our obligations to the citizens of this nation, taking into account our stakeholder and sponsor's stated requirements, and the commitments we make to meet them. We will establish incentives that reward world-class performance by world-class teams.

Third, we will concentrate on improving our communications. The Corps will work to foster cooperative and collaborative relationships. We will seek to build and rebuild relationships with federal agencies and other interested organizations. We will also improve our internal communication systems. It is our goal to share great ideas and sound business-like practices across the Corps to deliver the world-class performance our Nation deserves.

We will, by March 30, 2001, publish our capstone vision and supporting plans that more fully develop my intent. They will serve as the foundation for the development of doctrine across the Corps for our workforce, our operating process, and our communication strategy. I invite you to participate in this important journey with me.

Essayons!
Bob Flowers

The IDP is the Basis of Your Career Development

by Bill Peoples

“What should I do next for my career?” is a question asked by many federal employees to themselves and to others. It is an important question and the answer can be found for U.S. Army Corps of Engineers civilian employees by using the Individual Development Plan (IDP), ENG Form 5055.

The IDP is a five-year develop plan, which serves as guide for employees and their supervisors to plan individual career development and is governed by ER 350-1-420. For employees in career programs, much of their IDP can be drawn from their Army Civilian Training, Education, and Development System (ACTEDS) Plan.

“The regulation says that IDPs are ‘realistic well conceived career plans that will help employees achieve their career goals,’ ” said Christine Rossi, chief, Management Analysis Branch and the District’s training coordinator. “The IDP calls for long range planning and for the employee and supervisor to work together for the common good of both the individual and the organization.”

The IDP processes gives an individual an opportunity to think about short-term and long-term objectives specifically in the areas such as skill improvement, knowledge development, performance enhancement, and career accomplishment. The form addresses required training, recommended training, and developmental assignments.

“You start out with short-term and long-term objectives,” said Rossi. “I think this is a good way to do it because you look at objectives first, not courses. You figure out what do I want to do in the next couple of years, what do I need training-wise to get there and where do I want to get to long-term, five years out. After you do this, then you look for courses to take in the next year to help accomplish these objectives. The other part that I like about it is it gets you to look at developmental assignments and other self-development activities.”

According to the regulation, the IDP should be updated annually. For some employees the plan might not change much, but it should be looked at by the employee and reviewed by the supervisor. Many supervisors include a review of the IDP with annual evaluations, and others required it at a different time during the year.

“It is an annual requirement, the filling out of the form, but I think the IDP process should be occurring between supervisors and employees throughout the year,” said Dave Day. “I think supervisors and employees should be having regular conversations about how an employee’s work is going and what they would like to be doing in the future. The IDP is a natural byproduct of those conversations.”

Invest in People

The required training section of the IDP is for courses that the individual needs to perform his or her job. This includes mandatory training, which is required by career plans, regulations and laws, training necessary to provide an individual with basic skills necessary to accomplish his or her work and training required develop new skills required because of changes in the skill set of one’s job.

The next section on the IDP is recommended training. This section covers courses, which will enhance performance, increase skills and provide for the systematic replacement of skilled employees through career management. These are the courses that will give an employee additional knowledge, skills or abilities to do his or her job at a higher level of performance and to prepare one for promotion opportunities.

One of the unique features of the IDP is the Developmental Assignments Required/Recommended section. This section gives an individual the opportunity to request developmental assignments, rotational training, and long-term training (LTT).

The last section is Training or Self Development completed during the last FY. Individuals record what developmental activities they accomplished during the

last year, which serves as a documentation of what objectives have been met and is a starting point to update the IDP for the next year.

“If you haven’t accomplished the training that you wanted to during that year, you can pull it over to your new form,” said Rossi. “If you have, then you want to look at the next course that will help you meet your updated short-term and long-term objectives. It shouldn’t take very long for an employee and supervisor to update an IDP. The hard part is coming up with the short-term and long-term objectives. The though process takes some time but it is effort you are putting into your own career development.”

To review the IDP process, it first begins with an individual thinking about their short-term and long-term goals and then writing them down. Second, one looks for courses to complete during the year that further those objectives. Third, one looks for developmental assignment opportunities. Throughout the process the individual consults with his or her supervisor for guidance and approval. The individual transfers the data to the form and has their immediate supervisor sign it. If the employee is in a career program, their program manager should sign as the approving official. If the employee is not in a career field, there senior rater should sign as the approving official.

“Another valuable thing is that the supervisor does sign it,” said Rossi. “It is not a guarantee or a contract, but it is a commitment between the supervisor and the employee. The form says of the supervisor ‘I will support the training and/or development outlined in this IDP and will recommend approval of the training costs in each FY budget.’ So you have in writing your supervisor’s buy-in.”

So, far the individual’s responsibilities for the IDP have been discussed and it is primarily an individual’s responsibilities to complete an IDP annually, but the supervisor does play an important role in an IDP.

“The IDP gives the supervisor an

Continued on Page 7

opportunity to have some input in that process and the senior rater as well, by providing some direction and guidance to employees to what opportunities are available and what paths they might want to consider," said Dave Day, deputy district engineer for project management. "It is part of supervisor's mentoring role to help your employees achieve their career goals and also meet organizational needs."

IDPs are not just a paper drill that one goes through each year because it is required, but it can actually help meet ones career goals.

"Where I really saw a significant thing happen to me with an IDP was when I applied for and was accepted into the Executive Development Program," said Day. "At that point all previous IDPs were null and void, and I was able to select a mentor who provided a lot of guidance to me on the next two years of my career. Things that would help me get through that program and enable me to get where I wanted to go, which was to become a deputy for project management at a District office. That mentor worked with me very closely in not only filling out the IDP, but actually making it come to pass. That was a big eye-opener for me on how effective an IDP can be in making things happen for your career."

An IDP will only be effective if an employee takes the time to think about think about his or her career, fills out the form, seeks supervisor buy-in and makes the plan happen for their career.

"I think Covey's habit of being proactive certainly comes into play here," said Day. "If an employee, just waits for things to happen, not a lot is likely to happen. There is not a lot of money in the District Training Budget to support everything everyone would like to do. Typically, one might be limited to one PROSPECT course a year. So, it takes some proactivity to look for other avenues of training and development. That may include signing up for evening college courses, which the District has a very liberal policy of approving, to looking for assignments elsewhere in the District which you think would be a good career experience. Those things are not likely to just happen so you have to take the lead in making those things happen for your career." □

IDPs: A Supervisor's and an Employee's Perspective

by Bill Peoples

Individual Development Plans are written plans for career development and an agreement between a supervisor and an employee on what activities an employee needs to do to further develop. To further gain insight into this process the *Digest* interviewed a supervisor and employee, Doug Radley, chief of the Plans Formulation Section and Demi Syriopoulou, a project manager, to get their viewpoints on IDPs.

"Everybody that works in my group has an IDP that we go over, formally twice a year during the mid- year and end of year review, said Radley. "The requirement for doing an IDP is too help each employee to plan their career with our input to see to it that they are doing the kinds of things they need to be doing to development them as a better employee for themselves and the Corps."

"I've found the IDP very useful since I'm in the Leadership Development Program in CP-18 and its really very needed to outline the exact training you need to take at what time to comply with the requirements of the program," Syriopoulou. "It is also very useful to determine your short-term and long-term objectives."

"IDPs are a good guide to help us plan activities in terms of an employee's career development," said Radley. "If we can't

get a specific course the year that it is desired, we try to get it as soon we possibly can. It's a contract from the standpoint of it's an agreed upon tool that we use to further each employee's development and to give the Corps better employees. We try to do everything on the plan that we say we are going to do."

"You have to have the support of your supervisor and senior management to take the courses when you need to," said Syriopoulou.

"We realize we only have so much training dollars so I look at the training being requested by every employee and try to see that at least if at all possible each one gets one course," said Radley. "This way they are all progressing. If that is not possible and we have to limit the number of courses we can get, then I look at what courses are being asked for and how that impacts our mission."

"The usefulness of an IDP largely depends on the supervisor," said Syriopoulou. "If you have a supervisor who is willing, like Doug, to take it seriously into consideration and to help you work down that path, the IDP can be very helpful. So from my perspective, the value of an IDP depends on having a supervisor willing to make the IDP not a 'black and white contract' but a commitment to assist you in your career development."

"I see it as a win-win," said Radley.

"It's a mutual agreement on the kinds of things that benefit the Corps and the employee. In an IDP, you have a five-year plan that you review every year so it is really a dynamic document and a living document in that you can change it as you see conditions change or courses or developmental assignments become available. The difficult part is setting goals and figuring out what you want to do." □

PRIVACY ACT STATEMENT
Section 4103 of Title 5 to U.S. Code authorizes collection of this information. This information will be used by staff management personnel and the Corps of Engineers Human Resources Office, servicing your facility, to plan and schedule training and development activities. Collection of your Social Security Number is authorized by Executive Order 12957. Furnishing the information on this form, including your Social Security Number, is voluntary. If your activity uses the information furnished on this form for purposes other than those indicated above, they will provide you with additional statements reflecting these purposes.

5-YEAR INDIVIDUAL DEVELOPMENT PLAN (EN 5055-R-2000)

NAME: _____ SSN: _____ DEVELOPMENTAL PERIOD: _____ CAREER PROGRAM: _____

POSITION TITLE/GRADE: _____ ORGANIZATION: _____

1. DEVELOPMENTAL OBJECTIVES (Skills/Performance Enhancement, Career Advancement, Etc.)

a. Short-Term Objectives _____ b. Long-Term Objectives (3-5 Years) _____

2. REQUIRED TRAINING (Priority 1 or 2)

Course Title/Number	Priority	Course Vendor	Date Required	Hours	Tuition	Est TRPD
1. _____						
2. _____						
3. _____						
4. _____						
5. _____						
6. _____						
7. _____						
8. _____						
9. _____						
10. _____						

3. RECOMMENDED TRAINING (Priority 2 or 3)

Course Title/Number	Priority	Course Vendor	Date Required	Hours	Tuition	Est TRPD
1. _____						
2. _____						
3. _____						
4. _____						
5. _____						
6. _____						
7. _____						
8. _____						
9. _____						
10. _____						

FORM 5055-R, JAN 95

The Individual Development Plan (ENG Form 5055-R) is shown. The two-page form is a five-year plan for individual career development and a requirement for all Corps employees.

Nation Observes Martin Luther King Holiday

by Rudi Williams
American Forces Press Service

Visit the DoD **"Tribute to Martin Luther King, Jr.,"** web site at www.defenselink.mil/specials/mlking/.

Monday, Jan. 15, 2001, marked the nation's 15th observance of the legal holiday honoring slain civil rights leader and Nobel Peace Prize winner Martin Luther King, Jr.

King was born Jan. 15, 1929. Legislation creating the holiday in his honor names the third Monday of January as the day on which it is observed.

Legislators created the holiday in 1985 to serve as a time for Americans to reflect on the principles of racial equality and nonviolent social change espoused by King. King's widow, Coretta Scott King, served as chair of the federal commission planning the first nine-day observance of the holiday the following year.

"For the first time in the history of this great nation, we're honoring a peacemaker, a messenger of nonviolence — a drum major for justice, love and righteousness who was a native son of America," she said. "Where others preached hatred, he taught the principles of love, nonviolence and a patriotic commitment to making democracy work for all Americans.

"Martin's day, therefore, should be a time for peace and nonviolence in all our human relationships and in every aspect of our personal lives ... a day when all of us put aside our differences and join in a spirit of togetherness in recognition of our common humanity."

Born in Atlanta, King skipped the ninth and 12th grades and studied at Morehouse College in Atlanta at age 15. While still an undergraduate student, he was ordained a minister and was elected assistant pastor of Ebenezer Baptist Church at age 18.

He received a bachelor's degree in sociology from Morehouse at 19, a bachelor of divinity degree from Crozer Theological Seminary, Chester, Pa., at 21, and a doctorate in systematic theology from Boston University at 25. King also studied at the University of Pennsylvania and Harvard University.

King once described the life of the black American as "sadly crippled by the manacles of segregation and the chains of discrimination." In some cities, blacks were forced to sit in the back of public buses and even had to give up their seats to whites. But in December 1955, a black seamstress took a seat in the front of the bus in Montgomery, Ala., and helped to change the face of the American landscape.

Told to get up so a white person could sit down, Rosa Parks refused, defying the city's segregated transportation ordinance. She was arrested. The incident spurred King, then the new pastor of the Dexter Avenue Baptist Church in Montgomery, and other blacks to organize a boycott of the bus company.

The boycott succeeded, gaining widespread public attention and serving as a model for many other similar actions by civil rights activists around the country. The civil rights movement had begun. Within six months, the courts had decreed state and local laws enforcing the segregation of public transportation were unconstitutional.

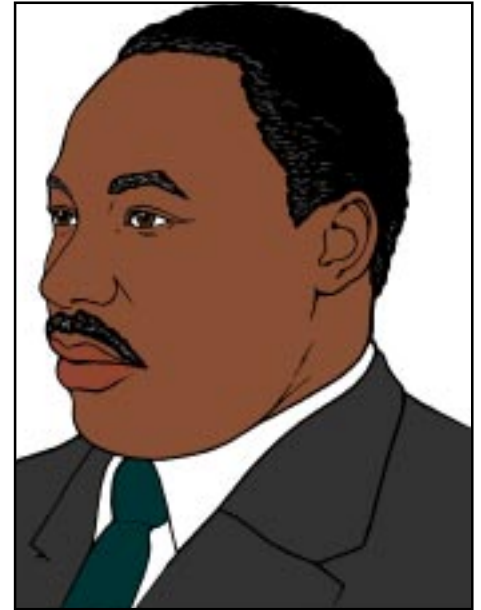
In the ensuing years, King made equal rights his life's work. Using his own assets and nonviolent tactics, he organized hundreds of boycotts, rallies and marches across the United States, becoming a pivotal civil rights figure. He was often beaten, imprisoned and maligned, but he never stopped teaching or practicing nonviolence.

Invest in People

King was arrested 30 times for participating in civil rights activities. One of those times, while in solitary confinement, King wrote the "Letter from Birmingham Jail" in the margins of a newspaper and on scraps of paper. He refuted several influential critics who had condemned his work as "unworthy of a man of God." King wrote he had come to bring the gospel far beyond his own home.

"We have waited for 340 years for our constitutional rights and God-given rights, and we still creep at horse-and-buggy pace toward the gaining of a cup of coffee at a lunch counter," King wrote.

On Aug. 28, 1963, men and women of all



racers, religions and political backgrounds participated in a March for Jobs and Freedom in Washington. King delivered his famous "I Have a Dream" speech to a throng of more than 250,000 people that day at the Lincoln Memorial.

King called the huge gathering a "nonviolent army." The march succeeded far beyond the greatest expectations of its planners in transcending political quarrels of the time, bridging differences between competing groups of Americans and speaking to the conscience of the nation. It succeeded, according to its organizers, because it embraced the most enduring and basic American values — equality and justice for all.

In 1964, at age 35, King became the youngest man in history and the third black man to be awarded the Nobel Peace Prize. Four years later, he went to Memphis, Tenn., to help lead sanitation workers in a protest against low wages and working conditions. He was shot and killed there April 4, 1968, while standing on his motel balcony.

King wrote six books: "Stride Toward Freedom," "The Measure of a Man," "Why We Can't Wait," "Strength to Love," "Where Do We Go From Here: Chaos or Community?" and "The Trumpet of Conscience." All his works and awards are preserved in the archives of the Martin Luther King Jr. Center for Nonviolent Social Change in Atlanta. □

The “Deep Water Boys” Keep On Pickin, Playing and Entertaining

by Bill Peoples

“**R**ocky Top, You’ll always be home sweet home to meeee! Good ole Rocky Top, Rocky Top, Tennesseeeee!” rises above the steady rhythm of a bass guitar and the sweet combined melody of a mandolin, a five-string banjo and six-string guitar as the vocal and musical stylings of the “Deep Water Boys” of the Nashville District, U.S. Army Corps of Engineers, entertain another enthusiastic crowd.

“We’ve been around for almost 30 years,” said Ralph Ownby, assistant chief, Operations Division, Nashville District. “For years we were known as the Hatch Act, (named for former Chief of Engineers and former Nashville District Commander, Lt. Gen. Hatch.) The original group just got together because we all love to play, and we all loved bluegrass. Most of us had been playing since we were young and had played with other bands.”

The original band consisted of Ownby, Wayne Lanier, operations manager, Western Kentucky Area Manager; Todd Yann, park ranger, Natural Resources Section; and Joe Patterson, retired maintenance supervisor, J. Percy Priest Lake. Others who have played with the “Deep Water Boys” included Roger Deitrick, operations manager, Nashville Area Office; the late Wendell Wilkinson, former chief, Real Estate Division; and Pam Attardo, former attorney, Real Estate Division.

“We’ve been fortunate to have some fantastic musicians play with us,” said Ownby. “For years, Joe Patterson played the fiddle for us and Roger Deitrick played the bass. Wayne Lanier is a great banjo player and Todd Yann can play anything with strings on it as well as the organ and piano. Todd plays the mandolin and guitar with us. Barney Davis plays the bass guitar for us. Todd and I are the singers of the group at least so far we haven’t gotten Wayne, Barney or Roger to sing.”

For the Deep Water Boys playing music has been a lifelong activity. Ownby began playing and singing as a boy from the

mountains of western North Carolina. Yann comes from a musical family and even has a brother who is a professional musician. Davis began playing in bands in high school. Lanier picked-up banjo playing while out west working for the Corps and has studied with professional banjo players.

The Deep Water Boys have played together for so long because of a genuine love of bluegrass music and the joy of playing it.

“Although we come from different musical backgrounds, we all love to play music and especially bluegrass music,” Yann.. “Bluegrass is known for its driving rhythm played on the mandolin, intricate banjo solos and the ‘high lonesome’ sound of the vocals.”

The band performs at various functions both for the Nashville District and other organizations.

“We play at a lot of retirements or dinners when folks are leaving and of the Engineer Day picnic every year,” said Ownby. “We’ve played for other folks that we have connections with like the Tennessee Recreation and Parks Association



Photo by Ed Evans

Members of the Deepwater Boys: Barney Davis, Ralph Ownby and Todd Yann, perform as part of a videotape for out-going Ohio Rivers and Great Lakes Division Commander, Maj. Gen. Hans Van Winkle. This was a special treat for the Boys since Van Winkle was a big fan of theirs and even sat in with them a time or two.

(TRPA) and the Society of American Military Engineers (S.A.M.E.). In fact, probably the highlight of us playing together was when we played on the stage of the Ryman for a TRPA convention a few years ago. Of course, our next goal is to play on stage at the Grand Ole Opry, but I don’t know if we’ll ever make that one.”

The Deep Waters Boys are always looking for a place to play whether it’s famous or not. If you want them to perform at a function simply contact any of the band members. □



Photo by Bill Peoples

The Barney Davis, Ralph Ownby, Wayne Lanier and Todd Yann of the Deep Water Boys provide entertainment during the reception for former District Engineer, Lt. Col. Christopher Young.

Did You Say, Korea?

by Lester Hugh Lowe, Jr.
Elec/Mech Section, Design Branch

In Genesis 12:1, after the death of Abram's father, God told him, "Leave your own country behind you and your own people, and go to the land I will guide you to. If you do, I will cause you to become the father of a great nation; I will bless you and make your name famous, and you will be a blessing to many others."

When I signed up for the Corp's CP-18 Leadership and Development Program (LDP), I agreed to take a developmental assignment somewhere outside of the Nashville District for six months. Little did I realize how far outside of the District I could go. As I told the congregation at my church before leaving, I opened up a fortune cookie after eating at a Chinese restaurant and found two fortunes in the

same cookie. One said, "You will prosper and dwell long in this land." The other said, "So long sucker!" I really did get the two fortunes but I must confess, I took some poetic license with the messages.

And too, I felt like the victim of the old bait and switch routine. When they first shuffled the deck of the 90 plus people in my assignment class, I was matched up with a woman in Hawaii. However, when I called her up and asked, "Do you really work in Hawaii?" she said "Yes, but don't get your hopes up, I'm dropping out of the program." Well, a lot of other people dropped out, too.

When the next matrix came out there were only about 35 with their bets still on the table. And the guy I was exchanging with in Korea also dropped out at the last minute, but when I asked if my assignment could revert back to Hawaii, they said, "Forget it

turkey, you're going to Korea." There was a lot to do to get ready including getting tickets, a travel advance, increase in credit card limit, reviewing terrorist films, LRD approval of overseas travel form, MIPR for travel, shots, extra prescriptions, travel order, and Korean visa. I figured that as long as I had to go half way round the world, I might as well go all the way



Photo by Hugh Lowe

Every culture has their different ways of celebrating the end of a project. In Korea, Hugh Lowe attended a "Safety Blessing" ceremony, at the conclusion of a project.

around the world. So I took what the government allowed for airfare, added a thousand bucks of my money and booked a "round the world" flight.

When I got to Seoul, I checked into the Ambassador Hotel which was within walking distance of the Far East District (FED) compound but at \$140 per night, well beyond what I could afford at 55 percent per diem rate, (another little agreement kink in accepting a six month LDP assignment). Everyone said it would be very difficult to get an apartment with less than a year long lease, however, within 10 days I was in a very nice apartment with two baths, enclosed balconies, a full kitchen, washer and dryer, Army loaner furniture and a five and one-half month lease. Some of the credit for the smooth apartment transition goes to my first supervisor, Mr. Dick Byron who was very supportive.

Gate 17 to Yongsan Army Post was right across the street, so American food was not far away. The view from my apartment was very interesting. I could see the Namsan Mountain with Seoul Tower on top, the Yongsan Army Post, construction on the Korean National Museum, and right under my

window, the post helicopter landing pads, the railroad and a busy street. I told people it was like having a large model train layout right under my window.

Speaking of hobbies, I took a couple of my amateur radios with the hope that the sun spot cycle which is supposed to be at an eleven year peak this year would provide a lucrative chance to make some rare communication links with hams back in the U.S. Unfortunately, the sun spot activity did not cooperate, however, I once again was challenged to surmount the language barrier and successfully obtained a Korean call sign (HL1/K4VVW). A copy my QSL card (QSL means confirming contact) is shown with the transmitter site in Ichon Dong Bu.

The FED Compound was about seven miles away from the apartment so the combined commute (walking and subway) was about 45 minutes. The subway rides were only about 50 cents each way, which was most reasonable, and as a train fan, I loved riding one to work. I studied the Korean driving rules and passed the test for a military drivers license, however, I only needed to check a vehicle out of the motor pool two times.



Photo by Zola Lowe

Hugh Lowe with his son, Scott, are shown here on the grounds of Dragon Hill Lodge, on the Yongsan South Post. After almost four months of separation, Lowe was glad to have his son and wife, Zola, in Korea. They were able to spend the last two months with him.

Driving in Korea is a different experience. When things get crowded, they drive with only about three inches clearance between vehicles. The rule of thumb is, if you make eye contact with another driver, you have just given your consent for them to take the right-of-way. So, everyone drives around looking straight ahead, trying not to see anything with their peripheral vision. Scary!

Another part of the CP-18 three-year LDP is to attend the Sustaining Base Leadership and Management Program (SBLM) at the Army Management Staff College (AMSC) at Ft. Belvoir, Va. I graduated from AMSC (Dec. 15, 1999) just in time to begin my Korea assignment. The Army material covered at AMSC suddenly became very relevant upon my arrival in Korea.

Let me say at this point that one benefit from working for a big family like the Corps is that if you go to a new location to work, you're probably going to know somebody at the new site even before you get there. Before going to Seoul, I already knew Rich Schiavoni and Gloria Stanley. At Fort Belvoir, I met Lynn Ray and Bob Kiehm. And I knew Mi Won Park who used to work at the Southern Cafe where I eat lunch. She and her husband live in Seoul but their kids go to MTSU.

While at the Far East District, I worked in the project management office and was involved with the following projects. I worked with the Korea Western Corridor Director of Public Works (DPW) to achieve A/E design for the Barracks Upgrade Program (BUP) projects at Camp Greaves, Camp Edwards and Camp Stanton. I served as project manager for these projects which included coordinating with Foundations and Materials Section, obtaining Government cost estimates, addressing force protection issues, coordinating

with in-house engineering, initiating funding request, coordinating request for proposal (RFP) with contracting and the follow-through to award it to the A/E. Camp Greaves is just a couple of miles from the Demilitarized Zone so I was glad to see tension relaxing between the North and South while I was there. As you may know, a summit meeting was held between the leaders of North and South Korea in June. Just about the time I was getting a grip on BUP, the chief of PPM decided to reorganize the PM office. This gave me a chance to become involved with projects on the Yongsan Post and at the FED compound. Working in project management gave me a chance to use and attend classes on PROMIS and MS PROJECT software.

Invest in People

Some projects allowed me to step away from my Nashville role as an electrical design engineer. For example, I worked with the facility manager, contracting, budget analysis and Corps engineering design team to take the project for building a new motor pool building on the FED Compound from design to a construction contract. I wrote justification documentation to the incoming FED District Engineer and conducted consultation session with him to convince him that the project (first proposed by the outgoing commander) was a bona fide requirement. After the award had been approved, I worked with program analysis to initiate a PR&C to fund this work from the FED revolving fund. This project was inherited from another PM during the reorganization.

I assisted another project manager by checking Yongsan Army Post Electrical Phase One and Phase Two for completion of requirements documents. The objective of this project is to



Photo by Hugh Lowe
Cheju Island was one of favorite spot Hugh Lowe visited while TDY in Korea. With the ocean, mountains, water falls, lava rocks, palm and citrus trees, and nice beaches, the island reminded Lowe of Hawaii.

remove all the aerial electrical power lines on the Yongsan Main Post and to install the electrical distribution system underground. I then attended the selection meeting where eight construction contractors had submitted their Network Analysis Systems (NAS) (a time line for sequence of work). Each of the Corps panel members was required to evaluate each NAS and then work with the team to select the successful contractor.

After the new motor pool project was approved, I worked with program analysis to initiate a PR&C to fund the renovation of Building T-47 with facilities

reduction account funds by MIPR from 8th Army.

After visiting several churches including Korean churches with English ministries, I decided to work with the Main Post Chapel, mainly because they had a full choir that I could join. Soon I was also asked to teach the adult Sunday School class.

My intentions were to take my family with me when I left for Korea in February. However, a last minute snag developed when I was informed that because I was TDY, I would have to pay

Continued on Page 13
See Korea



Photo courtesy of Hugh Lowe
Hugh Lowe, electrical engineer, Design Branch, shown with some of the members of the Yongsan Main Post Chapel choir. Since there were not enough military or DA civilians to round out a full choir, the director chose to bring in Koreans. Many of these people were accomplished on the piano or some other instrument in addition to their vocal skills.

Readiness Branch is Ready to Respond to Emergencies

Story and Photos by Bill Peoples

The Readiness Branch of the Nashville District is constantly preparing to meet the needs of future emergencies and disasters. This constant preparation makes the branch ready to respond to emergencies and handle them in a professional manner.

"Our mission is to be the principal advisor to the commander on all matters related to natural and technological disasters, national security emergencies and civil disturbances," said Dave Verploegen, chief of the Readiness Branch. "We provide overall management of emergency operations and planning activities related to emergencies. We coordinate District preparedness and conduct emergency planning, training and exercises. We inspect all completed flood protection projects annually or after a major flooding event."

During emergencies, the branch oversees the District's Emergency Operations Center (EOC) and coordinates with the Division, and Headquarters, U.S. Army Corps of Engineers' EOCs and other agencies to ensure an appropriate and adequate response to an emergency.

The District EOC has undergone an extensive renovation to update equipment

and provide a better workspace during emergencies.

"We didn't have near the capabilities in the EOC two years ago, before we remodeled," said Kim Trevean, emergency operations assistant, Readiness Branch. "Now, we have a video screen and a projector for presentations, six multi-functional workstations, as well as a better phone system and fax; all of which can be used at a moments notice."

A Crisis Management Team composed of personnel from the District operates the EOC. In emergencies, it is called in to operate the EOC.

"The Crisis Management Team is composed of primary and alternate representatives from each staff section," said Verploegen. "During an emergency, the Crisis Management Team manages the emergency and the Crisis Action Teams operate the EOC."

What many people do not realize is that the EOC is always active and operates on different levels depending upon the situation.

"The EOC is always active," said Verploegen. "Right now we are in Level I, which is normal working hours. Level II is increased hours up to ten a day. Level III would be working on the weekends and Level IV is 24/7."

In the last couple of years, the branch has not been called upon for deployment. The last major deployment from the District was two years ago.

"This past year has been fairly quiet as far as deployments from the District," said Trevean. "Two years ago we sent about 30 people including our temporary roofing team to Puerto Rico. Some were deployed for three to four months. That was exciting. It's my job to get them out the door with everything they need and to support them while they are away."

The Readiness Branch participates in various operations annually as part of its continual preparation for emergencies. These operations help develop the skills of participants and help develop relationships among participating agencies.

Among its major contingencies is preparing for a possible earthquake in the New Madrid Fault Zone and its aftermath.

"We participate in several operational exercises each year," said Verploegen. "For instance, we are responsible for the catastrophic disaster response for the New Madrid Seismic Zone in Tennessee and have been involved in earthquake response exercises this past year."

One unique part of the Readiness Branch is its augmentation by reserve officers. The branch is assigned six Individual Mobilization Augmentees (IMA). Each officer normally performs two weeks of duty with the branch during the year, but can be called-up for extended periods during emergencies.

Revolutionize Effectiveness

"We call them mobilization planning officers or engineer planning officers," said Verploegen. "Most of them are local and have been with us for a long time. We can pull them in when we have an emergency. We can also deploy them to help with an emergency. We had a reserve officer deployed for 30 days once to help with a flood on the Red River. They also assist us in exercises; for instance, we have a First Army Staff Exercise in Jackson, Tenn. coming up that they will be involved in. Another area they assist us in is updating our plans."

The Readiness Branch continually coordinates with other agencies, which they would be working with during an emergency to insure that coordination and planning is current.

"Coordinating with other agencies like the Tennessee Emergency Management Agency (TEMA), the Federal Emergency Management Agency and others take a significant portion of our time," said Verploegen. "Throughout the year we will have meetings, practice drills and several exercises. Sometimes during an emergency, we will operate a desk at TEMA."

The Nashville District's Regional Response Vehicle (RRV) is one of eight

Continued on Page 13



The Readiness Branch's Flyway Kit contains equipment to have a deployed team up and running very fast. It includes a laptop, pager, cell phone, radios, digital camera and a satellite phone.



James Sowell, Kim Trevean and David Verploegen of the Readiness Branch stand in the Emergency Operations Center (EOC). From keeping plans current to keeping equipment ready to overseeing the EOC, they make sure the District is ready for emergencies.

Continued

vehicles of its kind assigned to the Corps of Engineers. The vehicle is managed and maintained by the Readiness Branch. The RRV team, which operates the RRV, has been trained by the Branch. The RRV gives the District tremendous capabilities to support not only internal District emergencies, but emergencies around the country. It has been deployed to support emergencies as far away as Texas.

"It has been interesting putting the team together because we need drivers, logistics, information management personnel, and emergency management personnel," said Verploegen. "We have deployed the RRV to North Carolina and Texas during hurricanes."

In order for the RRV to be ready to go at anytime, it has to be maintained on a regular basis.

"We perform maintenance on the RRV every two weeks," said James Sowell, disaster response coordinator, Readiness Branch. "We start it, run the generators, check batteries on the laptops, GPS units, satellite phone, digital cameras, and the

different radios. We have to maintain all that equipment and keep it ready to go at all times."

When personnel from the District are deployed, the Flyaway Kit provides them various types of equipment in order to function and communicate during an emergency. From laptops to satellite phones, the kit contains state of the art equipment contained in a hard case that can be shipped.

"Each Flyaway Kit contains the equipment to get deployed personnel up and running in the field," said Sowell. "It was designed for our temporary roofing team to get them started."

The whole purpose of the Readiness Branch is to be ready for emergencies and to be able to react when the time comes.

Trevean summed up the essence of what the Readiness Branch is all about, "When a disaster strikes we have no time for planning. Plans have to be in place. We have to move as quickly as we can. There is no time for hesitation and second guessing." □

Korea

Continued from Page 10

\$6,240 for my son to attend one semester as a ninth grader at the Yongsan High School. We decided this expense was too much on top of the two airfares that we would have to cover out of our own pockets. Therefore, my wife and son joined me in late May, after school was out.

My family took the first trip to a Korean folk village without me. Then we took trips to white water rafting, to the DMZ, to Cheju Island and to Beijing, China on the Fourth of July weekend. We also made trips around Seoul to Namsan Mountain, Inchon (the port city), one of the palaces and Namdaemun Market. It goes without saying that climbing the Great Wall and seeing the Ming Tombs in China are real experiences I won't forget for a lifetime.

During the trip home in August, we completed our round-the-world trip, going to Singapore, Thailand, Switzerland, Germany, Italy and Austria. Even if the managerial training doesn't come to fruition, the experience will go a long way to compensate for all the hard work.

I will have to say that going to Korea is something I would probably never pursue had I been looking for a place to travel. Now that I have been there, I would not let anything take away the experiences I had. To be sure, there are some risks because not everyone is happy about the American presence in Korea, but sometimes you have to accept a few risks as you step up to the opportunities that come your way. □



Photo courtesy of Shirley Cherry Shirley Cherry, office assistant, Dale Hollow Power Plant, stands beside a special award she received from the Tennessee House of Representatives. Joint House Resolution No. 812 commends Cherry for her work and her contributions to the local community, which include assisting in bringing a new manufacturing facility to Clay County.

Precise Time In A Pocket: A Fascination Turns Into a Collection for one Nashville Team Member

Story and Photos by Bill Peoples

A leathery hand tugs on a chain and produces from a pocket a gold watch. The engineer quickly glances at it. He nods to another man dressed in black. "All aboard, all aboard the 1005 bound for..." his voices trails off as a whistle blows. The train starts to move as the conductor dressed in black leaps on. A story perhaps taken from a western novel, but one that happened through out the country in the late 19th and early 20th centuries. It is a story made possible by a precision instrument that was designed to keep trains on time and to avoid deadly accidents.

Many clocks and watches deserve fascination, but none more so than the riveting railroad pocket watches of the late 19th and early 20th centuries. Many



These multicolored gold watch cases not only increase the value of the watch but also show the intricate detail of the watchmaker.



Solid gold watch cases with intricate designs are some of the most valuable pockets watches sought by collectors like Carl Olsen.

people today collect these watches for their value, distinctive style, and rich history. One of those collectors is Nashville District team member Carl Olsen, a project manager in the Regulatory Branch.

"Railroad watches are unique," said Olsen. "Not only were they designed for accuracy to prevent railroad accidents, but were designed to be used as tool by railroad workers. Railroad watches come in many different styles, but I limit my collecting to about three different categories: railroad watches, fancy dial watches and solid gold or multi-colored gold watches."

Invest in People

Railroad watches are unique because they are designed to be set and inspected by a watch repairman at regular intervals, usually weekly. The railroads had a detailed set of standards, which include being lever set, precise to 30 seconds within a week, having at least a 19 jewel movement, and having an open face and Arabic numerals.

Olsen started his watch collection both as a hobby and also as an investment.

"I have been collecting for about five years," said Olsen. "I was looking around for a good investment opportunity that

had good earnings potential for retirement. At about the same time, I got interested in railroad watches and found that selected types are a good investment."

Although time and resources restrict some of his collecting activities, Olsen has amassed several hundred railroad pocket watches, which range in price from under a \$100 to over \$1000.

"It's fascinating, because you never know what you are going to find next," said Olsen. "I look for watches on the



Fancy dials pocket watches are one type that Carl Olsen collects. These watch dials show that craftsmanship and art can be successfully combined.

internet, in magazines devoted to collecting and at auctions. Usually, you look at a lot of watches, before you find one that catches your eye. I look at how much a watch currently is worth and what are the chances of it going up in value."

Each watch is unique, whether it is the case, the face or the design. The worth of the watch is determined by its condition and the rarity of its design and features.

"All the watches that I collect are antiques, but to me it's much more interesting than say collecting coins, because you are not only holding an antique but a piece of history," said Olsen. "You can look at one of these watches and imagine a conductor or engineer pulling it out and checking to see if the train was on time and with a sure nod slipping it back into his pocket."



Five examples of traditional railroad watches show the particular details required of these precise time pieces. Carl Olsen's interest in railroad watches was the impetus for him to begin collecting pocket watches.

Duck Island Dedicated as Waterfowl Sanctuary

by Dave Treadway

Members of three agencies gathered on Lake Barkley Dec. 1 to formally dedicate a construction project that will benefit waterfowl.

The U.S. Army Corps of Engineers joined the Kentucky Department of Fish & Wildlife Resources and Ducks Unlimited, Inc., and a number of private citizens to unveil a sign on Duck Island proclaiming it the Barkley Lake Wildlife Management Area Wetland Enhancement Duck Island II.

The project is the cooperative effort of all three agencies that worked together to secure funding.

Begun in 1996, the project was finally completed last year after facing numerous weather and high-water delays, at a total cost of more than \$1.2 million. The Corps of Engineers provided more than \$925,000, while Kentucky Department of Fish & Wildlife Resources and Ducks Unlimited combined to round out the financial package.

Speakers at the ceremony included Tom Young, Deputy Commissioner with the Kentucky Department of Fish & Wildlife; Mike Parker, Kentucky - Tennessee

Regional Vice President of Ducks Unlimited; and Major Richard L. Shelton, Deputy Engineer, Nashville District, U.S. Army Corps of Engineers.

Young called the day significant because it represented the culmination of several years of hard work by many people working toward a common goal. The project was authorized by Congress in 1986, received water quality certification by the state of Kentucky in 1993, went to construction in 1996, and finally completed at the end of 1999. Heavy rains during construction caused the water levels in Lake Barkley to impact the construction schedule for two consecutive seasons.

"This project," said Young, "provides a dependable 450-acre sub-impoundment along the Mississippi Flyway where waterfowl can rest during migration and refuel before continuing their journey."

Parker said Duck Island Wildlife Management Area would enhance the area's reputation as a 'Duck Cafeteria' and

greatly benefit the Black Duck population. His organization conducts periodic counts of waterfowl present at the site and noted increases in all species since the project was finished last fall.

Shelton commended all parties for their involvement and noting its significance.

"Duck Island," said Shelton, "is finished today because of the participation by Ducks Unlimited and the Kentucky Department of Fish & Wildlife Resources, the project sponsor. Without their assistance, the Corps



Mr. Tom Young (from right), Deputy Commissioner, Kentucky Department of Fish & Wildlife Resources, Major Richard L. Shelton, Deputy Engineer, Nashville District, U.S. Army Corps of Engineers, Mr. Mike Parker, KY-TN Regional Vice President, Ducks Unlimited, Inc. and a member of the Foster Jones family stand in front of a new sign erected on Duck Island Dec. 1.

of Engineers, although we own Lake Barkley, could not have completed this effort. We could bring certain funds to the table, but Congress requires us to cost-share with a local sponsor, and Kentucky Department of Fish & Wildlife Resources was willing to be that sponsor and seek matching funds. Ducks Unlimited assisted them in raising matching funds through

**Continued on Page 17
See Sanctuary**



The man-made levee was reinforced with stone and a concrete core to prevent erosion and failure during high water events. The enclosure creates a 450-acre sub-impoundment along the Mississippi Flyway where waterfowl can rest during migration and refuel before continuing their journey.



This screw gate structure was installed to allow for control of the water level inside the sub-impoundment. Management of the water level year round allows for planting of native foods for the benefit of waterfowl.

McMahan Shares His Deployment Experiences

by Capt Joe McMahan
489th Civil Affairs BN
Knoxville, Tennessee

Editor's Note: Capt. Joe McMahan is a regulatory specialist with the Eastern Regulatory Office in the Nashville District. He is member of Army Reserve's 489th Civil Affairs Battalion. Members of the Battalion are serving in Bosnia in Civil Military Operations (CIMIC) Battalion.

I am currently the Project Action Group Officer In Charge (OIC) and am deployed at Camp Eagle Base in Tuzla, Bosnia Herzegovina. We arrived here on Aug. 9, 2000 and should be back home in late February 2001.

Project Action Group (PAG) CIMIC Battalion

Here is our "text book job description." We are responsible for monitoring, coordinating and assessing re-construction activities for the Multi-National Division North (MND-N), Operation Joint Forge, Bosnia-Herzegovina. Coordinate with and among international donor organizations, the military, local and regional civil authorities. Provide advice and recommendations to NORDPOL Battle



Courtesy of Capt. McMahan
McMahon's team is shown at the Srebrenik Cage School construction site, which is being funded by the U.S. Embassy. Kneeling left to right: Sgt. 1st. Class Pettine and Cpl. Deal. Standing left to right: Lt. Pope, Capt. Hake, and Capt. McMahan.

Group, Turkish Bde, Russian Bde and the American Bde for project development, submission and funding. Responsible for coordination of electricity, water, education, clinic and road repair projects using multiple programs offered by the International Community (IC) and Non-Governmental Organizations, to include United States Agency for International Development (USAID), U.S. Embassy and the European Union (EU). What We Do In My Own Words

Our team is made up of six soldiers, of which I am the OIC, and we have a local national translator that accompanies our team on missions. Five U.S. soldiers and one Slovakian captain make up my team. We travel to remote areas within the U.S. sector of Bosnia Herzegovina to assess infrastructure projects. Our area of interest is trying to repair war-damaged infrastructure where people are just now returning to their homes, since the end of the war. Most of the areas we go to, the villages are without any electricity or drinking water. As the PAG, it is our job to determine what facilities were present before the war; establish the basic needs for the village; estimate the cost of the repairs needed; and finally try to match up the needs of a village with a donor organization. Most of the time, we are in areas where minority returns are occurring, for example, Bosniacs

returning to the Republic or Serbska or Serbs returning to the Federation. Many hostilities are still present here and it makes it difficult sometimes to do our job. There is always the concern for mines in the areas we travel too also. The



Courtesy of Capt. McMahan
Capt. Joe McMahan, who in his civilian job is a regulatory specialist in the Eastern Regulatory Office, travels to a Bosnian village.

good news is, we know where "most" of the mines are. However, my team is well trained and common sense goes a long way over here.

Our team is currently monitoring 58 projects and assessing villages for more. We have three school projects funded by the Sarajevo U.S. Embassy that are under construction. Two or them are renovations

Continued on Page 18
See McMahan



Courtesy of Capt. McMahan
McMahon's Project Action Group discussing infrastructure needs in the village of Gradina.

District Library Continues High Level of Support

by James Siburt, District Librarian

With fiscal year 2000 complete, I want to report to you our activities during the year. It was a busy, reflected by both the quantity and the variety of your research requests. Also, the number of public requests referred to this office by District personnel reached a record level. In the succeeding, I'll include statistics about reference requests, electronic searches (Internet and CD-ROM), interlibrary loans and historical questions.

During last FY 2000, I fielded 279 major reference inquiries. Of these, 120 involved Internet searching. Additionally, I conducted 40 bibliographical searches in the Online Computer Library Center (OCLC) database. Most of these led to the obtaining of one or more items via interlibrary loan. Another two-dozen searches used the Government Powerfinder telephone directory CD-ROM. Many of the referred requests reflect the seemingly increasing public and personal interest in the actions of the Nashville District. These requests usually involve the primary source documents (reports, photographs, etc.) that encompass the historical archive.

Examples of reference searches that involved entirely digital sources include: the use of electronic books to footnote Internet web site references in a government report; locating an online travel guide to South Korea; and finding a study employing an evaluative system to determine the health of forests resources. Websites were likewise useful in answering questions such as the current value of U.S. dollars in a foreign currency; determining the name of a foreign scientific research institute (through the use of an online foreign language translator) and thereby obtaining one of its publications; to finding in the manuscript collections at the University of North Carolina an obscure 1910 report in the personal papers of the Corps of Engineers officer that wrote it.

Other instances require the Powerfinder CD-ROM directory. Containing phone directories from all 50 states, it is generally

more comprehensive than the website products and is useful for more than obtaining needed telephone numbers without consulting an operator. If for example, you are attempting to locate a product vendor, or group of vendors, in a particular area, a search using SIC codes will provide them to you. If, on short notice, you need the names, addresses and telephone numbers of the major executive and administrative personnel for several municipalities (as one person did this year) I can provide them for you. It will save you time and effort.

Standard paper resources, books, magazines and other media account for the remainder of the reference requests. While most of these occurred in-house, a significant number were public requests, usually referred to me by other District personnel. One of the largest in-house efforts this year was the compilation of all major newspaper, television and radio stations within the District boundaries to update a mailing list for notices of public hearings. Another example would be the collection of historical photographs and documents for the Wolf Creek Dam 50-year anniversary celebration. Public requests usually revolve around one of the projects, for example this summer's lengthy question about Center Hill cemetery relocations. Others included a university professor looking for photos of old Nashville District dipper dredges and a Rhea County attorney seeking a Corps officer's 1863 Hoover's Gap, Tenn., battlefield map to aid in solving a boundary dispute. In the latter instance, I was able to use my personal library to locate the needed sources.

These are but a few examples of research activities conducted during the past year. A couple of reminders for the coming year: 1) Map & Chart sales are being performed by our Goodwill Contract personnel. The number for Map Sales is (615) 736-7864. 2) Field purchases for magazines, newspapers and non-property books should use PUBL as your Resource Code in your PR&C. Finally, I do thank each of you who used library services in the past year. I hope you will continue to do so. □



Photo by Bill Peoples

Myrna King, management assistant, Information Management Office, recently received special acknowledgment from the Tennessee Titans for her work at the Rape and Abuse Center. King was nominated for the Titan's 2000 Community Quarterback Award, which recognizes volunteers who distinguish themselves in their efforts to help others in the Nashville community. King was one of the ten finalists for the Award and received a small wooden football and a Titan's jacket. She also toured the Titan's training facility.

Sanctuary

Continued from Page 15

their Matching Aid to Restore States Habitats Program.”

Participants at the Friday ceremony also unveiled a plaque dedicating Duck Island II to the memory of Mr. Foster V. Jones, Jr., an avid water fowler and member of Ducks Unlimited who made significant contributions to the project. His son and other family members assisted in the unveiling and dedication ceremonies.

Choctaw Transportation Company repaired the ring levee that created Duck Island within the Lake Barkley pool. Both the interior and exterior slopes to prevent further erosion and a screw gate structure was added to allow for control of the water level inside the sub-impoundment. Management of the water level year around provides 190 acres in crops and 249 acres in moist soil management for native foods. The area annually provides resting and feeding habitat for approximately 35,000 migratory waterfowl.

The act authorizing construction of Barkley Lake and Dam Project stipulated that authorization included the acquisition of lands necessary for wildlife purposes. Waterfowl management is included in this outline. □

The Corps Crowd

Congratulations to...

... Tom Cayce, Planning, Programs and Project Management Division, on his temporary promotion to the Deputy Chief, Planning, Programs and Project Management Division.

... Tadd Potter has been chosen to fill the temporary Environmental Protection Specialist position at Old Hickory Lake.

... Donna Lawrence, Navigation Office assistant, Lenoir City Area Office, who retired Dec. 29, after 35 years of federal service. Lawrence and her husband, Doug, are celebrating retirement by snow birding to Florida for the winter.

... Rebecca J. (Joanne) Galyon, Regulatory Office assistant, Eastern Regulatory Field Office, who retired Dec. 29, after 22 years of federal service. Galyon plans to spend her well-earned retirement years by hopping around the country to spend time with her family and friends.

... Euria (Chuck) Blanton, lock and dam operator, Fort Loudoun Lock, who retired Dec. 31, after 40 years of federal service. Blanton plans to enjoy his retirement by traveling.

Farewell to...

... Robert Powell, seasonal park ranger, Lake Barkley Resource Manager's Office, who has accepted a permanent park ranger position with the Fort Worth District. He will be working at Grapevine Lake in Texas.

... Ken Scott, park ranger, Lake Barkley Resource Manager's Office, who has

accepted a position with the Department of the Army. He will be working for the 81st Regional Support Command in Birmingham, Ala.

... Janine Cowling, supply technician, Lake Barkley Resource Manager's Office, who has accepted a job with the Department of the Army at Fort Campbell, Ky. She will be working for the Supply and Service Division.

Welcome to...

... Vicky Alley, construction inspector, at Dale Hollow Resource Manager's Office. Alley comes to us from the Soil Conservation Service.

... Jimmy Carter, construction inspector, who is being welcomed back to Dale Hollow Resource Manager's Office.

... Barney Schulte, a new engineer in the Design Branch.

... John Caleb Skinner, lock operator at Cheatham Lock, on his reassignment to Kentucky Lock.

... Dan Dowlen, lock operator, on his permanent assignment to Cheatham Lock.

Wedding Bells to...

Gerald "Jerry" Lee, mechanical engineer, Design Branch, and Stephanie Elaine Brady who were married on Nov. 4 at Gatlinburg Tenn. Jerry is the son of R. Gerald Lee, Cordell Hull Resource Manager's Office, and Linda Lee, Cordell Hull Power Plant and brother to Mike Lee, Design Branch.

Baby Brigade to...

... Pam Warfield, office assistant, Laurel River Lake Resource and Power Plant, and her husband, Mike, on the birth of their daughter Kelsey Marie, born Sept. 11. Kelsey joins her sister Morgan Taylor.

... Joe Adawag, marine machinery mechanic, the Plant Section, on the birth of his son, Chandler Adawag, on Oct. 24. Adawag, his wife Leslie, and children transferred to the Plant Section from Guam in June 2000.

... Bonnie Rawle, secretary, Executive Office, has a new granddaughter, Rebekah Erin Rawle, born Nov. 2, 2000, weighing six pounds, three ounces. Parents are John Martin and Karen Rawle.

... Scott and Jeanie Fanning on the birth of their daughter, Olivia Grace, on Nov. 22. She weighed in at 6 pounds, 15.9 ounces and was 20 inches long. Fanning is a ranger at J. Percy Priest Lake.

... Eric Sinclair, Western Regulatory Field Office in Decatur, Ala., and his wife, Kim, on the birth of their son, Tanner Kade, born Oct. 24. Tanner weighed 7 pounds 7 ounces.

Sympathy to...

... Carol D. Haynes, Equal Employment Office, whose mother, Mrs. Oretta Nichols, passed away on Nov. 1.

... Brigitte Rugare, secretary, Project Planning Branch, whose uncle, Samuel Mecure, passed away on Nov. 23 in Los Angeles, Ca. His age was 75. □

Thoughts from the Trail Continued from Page 3

satisfied with our progress. Nashville team members who've traveled to Nicaragua include John Hunter, Barry Moran, Mark Flick, and Carrie Knapp from the Hydrology and Hydraulics Branch; Tim McCleskey, Tommy Haskins, and Aida Jaime from the Geotech Branch; Mark Kuhlo from the Design Branch; and Luis Noble from the Cost Estimating and Management Support (CE&MS). Connie Flatt, from CE&MS, has also played a significant support role from the District office. Our in-country technical liaison, Randy Wood, has also been very effective representing the Corps in Nicaragua. Bottom-line, a good news partnership

between two Districts that has resulted in a new and satisfied customer.

I'm pleased to report good progress on many of our workplace improvement initiatives here in the District office. Ray Algood deserves recognition for his efforts to improve the building air quality, Margie Raybon for overseeing the relocation of the District warehouse to Old Hickory, George Grogan and Todd Duncan on our soon-to-be installed phone system, and Ted Davidson for his efforts to renovate the EEO and Small Business offices. By this time next month, I hope to report that the Regulatory Branch has relocated to its new facilities at J. Percy Priest and that work will soon commence to renovate other portions of the building.

I'd like to say thanks to everyone who donated toys for the holidays for less fortunate children in eastern Kentucky and here in Nashville. In case you didn't see the photos, we completely filled a truck full of toys for kids in eastern Kentucky. This has become a District tradition and your generosity is very much appreciated. It's part of why the Nashville District is such a special organization.

Speaking of holiday traditions, if you missed this year's District Christmas play, then you missed a classic. Stephanie Coleman again showed her talent by writing and directing this year's play, "Christmas on Gilligan's Island." This was the tenth consecutive year that she's

Continued on page 19

Continued

written and produced a play, and this year's was clearly one of the best. We also need to recognize the cast for its acting prowess — Major "the Professor" Rich Shelton, Marva "Ms. Howell" Morris, Ted "Mr. Howell" Davidson, John "the Skipper" Restey, Joanne "Ginger" Mann, Stephanie "Maryann" Coleman, Larry "Jimmy the Badguy" Haley, and Christy "Bobby Jo" Vatovec. Several of you have commented to me how it's great that Stephanie finds roles for me (I was Gilligan) where I don't have to act — I'm not sure how to interpret this! Seriously, thanks Stephanie for another great Christmas play.

Let me conclude this edition by touching on three points that I stressed at the recent Operation Supervisors Conference. First, nothing we do is more important than safety. As we start the New Year, take a few moments and think about how fortunate we are to be part of this great team. Commit to taking steps to keep yourself, your family, and your coworkers safe...we all have a role here. Second, strive to create the best possible work environment for yourself and your coworkers — keep each other informed and treat everyone as you would like to be treated. And finally, never forget that we're here to serve our customers...we owe them the best possible service that we can possibly provide.

Until next month, stay safe and continue to "lead the way Nashville!" ☐

McMann

Continued from Page 16

and one is a complete reconstruction. These projects will cost approximately \$178,000.00. My team considers these school sites our "pet projects." The school sites make this deployment rewarding. If we as soldiers ever question why we are here, making a difference for the children helps dealing with the hardships from being away from home a little easier.

I hope that at the end of this deployment, my team and I can say we have made a difference for the people in Bosnia Herzegovina. I am very proud to serve my country in this deployment, but I am really looking forward to getting back home to my family in Norris and my "Corps" family in Lenoir City. ☐

Calendar

January

Crime Stoppers Month, March of Dimes Birth Defects Prevention Month, National Eye Care Month, National Volunteer Blood Donor Month, National Health Month, Thyroid Disease Awareness Month

1	New Year's Day, Federal Holiday
15	Martin Luther King Jr.'s Birthday Observed, Federal Holiday
15	Tenth Anniversary of the beginning of the Persian Gulf War Air Attack, 1991
20	Inauguration of George W. Bush as the 43rd President of the United States
25	First live, nationally televised presidential news conference (JFK), 1961
28	U.S. Coast Guard created from the Life Saving & Rescue Cutter services, 1915

February

National Children's Dental Health Month, American Heart Month, American History Month, National Weddings Month, National Wild Bird Feeding Month

2	Female Army Nurse Corps established, 1901
6	France recognizes U.S., signs treaty of aid; first U.S. treaty, 1778
7	Bradley succeeds Eisenhower as Army Chief of Staff, 1948
11	First U.S. Hospital began admitting patients, 1752
19	President's Day, Federal Holiday

Information for the next calendar must be received in the Public Affairs Office by Feb. 1. Please send email to William.L.Peoples@usace.army.mil. Information on events and activities of interest to all District employees is requested from the staff and the field.

U.S. Army Corps of Engineers
Nashville District
P.O. Box 1070
Nashville, TN 37202-1070

CHANGE SERVICE REQUESTED

BULK RATE
U.S. POSTAGE
PAID
NASHVILLE, TN
PERMIT NO. 559

Winter Driving Safety is Important for Everyone

by John Tibbels
Safety Office

Fact Sheet: Winter Driving

The leading cause of death during winter storms is transportation accidents. Preparing your vehicle for the winter season and knowing how to react if stranded or lost on the road are the keys to safe winter driving.

Have a mechanic check the following items on your car:

- Oil level (if necessary, replace existing oil with a winter grade oil or the SAE 10w/30 weight variety)
- Battery, especially condition of the cables at the post connections. Make sure the cables have been cleaned of corrosion and have good metal contact.
- Antifreeze, change and flush the radiator and new antifreeze.
- Wipers and windshield washer fluid
- Ignition system
- Thermostat
- Lights
- Flashing hazard lights
- Exhaust system
- Heater
- Brakes
- Defroster

Other Winter Driving Tips

- Install good winter tires. Make sure the tires have adequate tread. All-weather radials, marked M+S (mud & snow) are usually adequate for most winter conditions. It is a good idea to have a set of tire chains, even for 4X4 vehicles. Keep a windshield scraper and small broom for ice and snow removal.
- Maintain at least a half tank of gas during the winter season.
- Plan long trips carefully.

Invest in People

- Listen to the radio or call the state highway patrol for the latest road conditions. Always travel during daylight and, if possible, take at least one other person.
- If you must go out during a winter storm, use public transportation.
- Dress warmly.
- Wear layers of loose-fitting, layered, lightweight clothing.
- Carry food and water.
- Store a supply of high energy "munchies" and several bottles of water.
- Contact your local emergency management office or American Red Cross chapter for more information on winter driving.

Winter Car Kit

During the winter months, it is important to be prepared for cold weather and roadside emergencies.

Keep these items in your car:

- Flashlights with extra batteries
- First aid kit with pocket knife
- Necessary medications
- Several blankets
- Sleeping bags
- Extra newspapers for insulation
- Plastic bags (for sanitation)
- Matches
- Extra set of mittens, socks, and a wool cap
- Rain gear and extra clothes
- Small sack of sand for generating traction under wheels
- Small shovel
- Small tools (pliers, wrench, screwdriver)
- Booster cables
- Set of tire chains or traction mats
- Cards, games, and puzzles
- Brightly colored cloth to use as a flag
- Canned fruit and nuts
- Non-electric can opener
- Bottled water

Some folks might think "Hey, this is Tennessee, we don't need to make all these preparations," but remember, December 2000 was one of the coldest and snowiest in Tennessee history. ☐